Integrated Logistics Capability (ILC)
PROOF OF CONCEPT PLAN

Deputy Commandant for Installations and Logistics
Integrated Logistics Capabilities Center (LPI)
Headquarters Marine Corps
2 Navy Annex
Washington DC 20380-1775

6 April 2001

ILC Proof Of Concept Plan

Submission

_____ _____

Sponsor
Robert E. Love,
Colonel, USMC
Director, Integrated Logistics
Capability Center

Date

Approval

_____

G. S. McKISSOCK
Lieutenant General, USMC
Deputy Commandant, Installations and Logistics

Date

_____

B. B. KNUTSON, JR.
Lieutenant General, USMC
Commanding General, Marine Corps Combat
Development Center

Date

_____

P. M. LEE, JR.
Major General, USMC
Commanding General, Marine Corps Material
Command

Date

Table Of Contents

1. INTRODUCTION

Purpose

The purpose of this Proof of Concept (POC) is to demonstrate the enhanced support and benefits of the Integrated Logistics Capability concept. This POC documents the roles, responsibilities, tasks, actions and events that will occur prior to, during, and after the POC. This POC consists of three phases: Pre-Planning & Baselining, Execution, and Post POC Assessment/Analysis. The POC will occur within 2d Force Service Support Group (2d FSSG), II MEF, during the period April 2001-May 2002. The execution phase of this POC consists of two components. The first component is migrating and collapsing of Echelons of Maintenance (EOM) and the second component is a pilot test in conjunction with the activation of 2d Military Police Battalion under the ILC concept. Two areas to be tested during that pilot test include the Consolidation of Selected Supply Functions (CSF) at the retail level and the migration of Echelons of Maintenance (EOM) from the using unit to the intermediate level.

Any quantifiable quick wins emerging from this POC will be identified and documented in order to provide the necessary momentum to enhance support to the war fighter and to expedite changes in processes, policies and procedures. A copy of the high-level timeline supporting this ILC POC is provided in appendix A.

Objectives

The POC supports the following specified Assistant Commandant of the Marine Corps (ACMC) approved ILC recommendations:

- Move 2nd /3rd echelon of maintenance to the intermediate level.
- Move selected supply functions from the using unit to the intermediate level.
- Reengineer logistics information technology.

The objectives of the POC are to:

- Develop and validate the business processes for obtaining combat service support once the majority of supply and maintenance functions have migrated from the using unit to the service provider.
- Identify critical information technology gaps.

- Validate selected portions of the Combat Service Support Operational Architecture.
- Reduce the maintenance burden on the using unit by migrating 2nd echelon maintenance to the intermediate maintenance activity.
- Streamline the maintenance process by collapsing 2nd and 3rd echelons of maintenance.
- Reduce the supply burden on the using unit by transferring/eliminating selected organizational supply functions to the intermediate level.

Roles and Responsibilities

The ILC Case Study was developed through a strategic alliance between the Operating Forces, the Marine Corps Materiel Command (MARCORMATCOM), Marine Corps Combat Development Command (MCCDC), and Headquarters Marine Corps (HQMC). The Deputy Commandant for Installations and Logistics (DC I&L), as the Combat Service Support Element (CSSE) Advocate, is responsible for implementing the nine ACMC approved ILC recommendations across the Marine Corps. CG 2d FSSG, with the sponsorship of HQMC (DC, I&L), CG II MEF and Marine Corps Combat Development Command (MCCDC), will conduct this POC of ILC initiatives. The principal points of contact for this effort are:

- 2d FSSG ILC POC manager: Col R. Songer, USMC
- ILC Director: Col R. E. Love, USMC
- ILC CSF Project manager: Maj S. J. Koster, USMC
- ILC EOM Project manager: LtCol E. J. Lermo, USMC

HQMC (LPI/LPC)	2d FSSG	MATCOM (SYSCOM and LOGBASES)	MCCDC (MCWL/TFS/CNA)
Act as POC sponsor and ensure POC plan meets intent of ILC (LPI)	Act as officer (G3) conducting POC plan's implementation	Assist with IT enabler development and gap analysis.	Assist with data collection efforts (CNA/MCWL)
❑ Assist in designing and execution of POC plan and its appendix's (LPI) ❑ Provide IPR's to ESC (LPI)	Provide monthly status/update reports to DC I&L (LPI), MCCDC, and CG II MEF.	Acquire, modify and field IT enablers as necessary.	Assist with interim T/O & T/E's (TFS)
Submit formal findings to ESC (LPI)	Identify issues and problems requiring higher Headquarters action	Provide AIT modification (A2P) as necessary.	Conduct DOTES assessment at conclusion of POC (MCCDC)

Develop, collect and supervise data collection and assessment plan (LPC) ❑ Capture T/O&E impacts ❑ Provide a monthly status report (LPC-FSMAO)	Identify areas requiring policy waivers and adjustments		Make necessary T/O&E adjustments (TFS)
Promulgate policy changes (LPC)	Draft POC implementation Plans (LOI's) for execution of both components of the POC plan		
Coordinate assessment plan and capture lessons learned	Support data collection plan as required		
Conduct gap analysis and identify shortfalls in IT enablers	Identify new training and resource requirements		
HQMC (LPC) (FSMAO-1) will provide special analysis as requested.			
All external Requirements For Information (RFI) to 2d FSSG will be submitted first to HQMC (LPI)			

Table 1.

Proof of Concept Location
2d FSSG, Camp Lejeune, N.C.

Proof of Concept Timeline
See Appendix A for the timeline surrounding the ILC POC and its three phases.

Proof Of Concept Hours of Operation
All ILC proof of concept activities will occur during normal operating hours.

2. Pre-Proof of Concept (POC) Activities (19 March - 1 June 2001)

During the first phase of the POC, (Pre-POC Activities), DC, I&L (LPC/LPI/LX) will conduct baselining activities to ensure appropriate metrics are defined and documented. Initial planning will commence to identify specific tasks, timelines, responsibilities, resource requirements, and to conduct a risk assessment. The Concept of Operations for this POC will be

briefed to the ILC Executive Steering Committee (ESC), the Commander, Marine Forces Atlantic (COMMARFORLANT) and the Commanding General, II Marine Expeditionary Force (MEF), for approval prior to the execution phase. DC I&L (LPI/LPC/LX), the Center for Naval Analyses (CNA), Marine Corps Warfighting Lab (MCWL), and the Field Supply Maintenance and Analysis Office (FSMAO) will conduct the baseline data collection. The baseline will also include an analysis of current Marine Corps organizational supply and maintenance functions within 2d FSSG.

Operational Test and Evaluations (OT&E) to Date.

In May 2000, DC I&L directed the Commander, Marine Corps Materiel Command (MARCORMATCOM) to implement the centralized management capability for Secondary Reparables (SECREP) within the Marine Corps. The purpose of this initiative is to increase responsiveness to the operating forces, reduce customer wait time, right size stockage levels, and to maximize use of scarce resources. This ILC initiative achieved its IOC during October 2000 and will achieve Full Operating Capability (FOC) October 2001.

Analysis and Data Collection Plan

Appendix B contains the data collection plan for the POC. The POC data collection plan includes specific performance measures that will allow the analysis of the effects of the new ILC processes and their business rules. It describes the procedures that will be used to capture these data requirements and assess this POC and its two components, the EOM migration and pilot test.

The following high level questions lead to the follow-on development of the ILC hypotheses contained below and provided the basis for the data collection plan.

- Did the ILC initiative improve responsiveness and support?
- Did the ILC initiative simplify and lighten the burden for the customer?
- Did the ILC initiative improve warfighting readiness (material readiness and deployability)?
- Did the ILC initiative optimize the supply/services chain?
- Did the ILC initiative enable everyone to focus on his or her core competencies?

- Did the ILC initiative improve efficiency and reduce costs?

EOM Hypotheses:

If the FSSG Battalions' organic maintenance functions are migrated to the intermediate maintenance level then:

1. Intermediate maintenance level personnel will have the responsibility to conduct both 2d and 3d EOM thus streamlining the overall maintenance effort.
2. Training of junior maintenance personnel will broaden/improve, as they will have more direct access to mechanics/technicians with experience in 3d EOM repairs.
3. Support will become more responsive to the customer as there will be fewer non-value added steps and thus a direct ink to the intermediate level of maintenance.
4. Tools will be consolidated thus reducing resource requirements
5. Maintenance support will become more responsive to the customer because there will be decreased administrative burden for the using unit and satellite maintenance sites will focus on corrective maintenance.
6. Labor productivity will increase, as maintenance sites will have a more streamlined approach due to the elimination of the EOM's and a focus/redefinition of intermediate maintenance.
7. Facilities will be consolidated thus reducing resource requirements.
8. Economies of scale will be gained as the overall administrative burden associated with monitoring parts (PEB), layettes, maintenance records and the like will be lessened.
9. Labor economies of scale will be gained through the consolidation of mechanics and technicians.

CSF Hypotheses:

If selected organic supply functions are migrated to the intermediate level then:

1. Intermediate level supply personnel will have the responsibility to conduct selected organic supply functions thus streamlining the overall supply chain management effort thereby reducing the burden on the war fighter.

2. Supply support will become more responsive to the war fighter as there will be a direct link (single point) to the intermediate level.
3. Inventory will be consolidated and reduced thus reducing resource requirements.
4. Supply facilities may be consolidated thus reducing resource requirements.
5. Economies of scale will be gained, as the overall administrative burden associated with monitoring inventories will be lessened.
6. Labor economies of scale will be gained through the consolidation of supply personnel
7. The using unit will be relieved of redundancy and overlapping functionality, while uniting skill sets, thereby allowing the warfighter to focus on core competency.

The following information describes the general procedures required to adequately assess the effects of the new ILC processes tested during the POC.

3. Proof Of Concept Execution (1 June 2001- May 2002)

Methodology Overview

The ILC POC execution is broken down into two components. Initially, the POC will focus on transitioning 2nd EOM away from the organic battalions of 2d FSSG and collapsing 2nd and 3rd EOM at the intermediate level. In October 2001, the focus will shift to pilot testing ILC maintenance and supply support to a single battalion. The effort of this pilot test within the 2d FSSG will be to identify, validate, and demonstrate the utility of the ILC concept on a small scale. The pilot test will focus on developing streamlined processes and test the CSF and EOM ILC initiatives. Appendix C contains the EOM/CSF redesigned processes that will be tested during the POC. Detailed information concerning the actual conduct of this test will be provided by 2d FSSG in their LOI’s for both parts of the execution phase.

Other issues for consideration in the development of the POC include the identification of current information technology gaps, materiel distribution/ transportation requirements,

financial management and accounting issues, and business rules for inventory management.

4. Post POC Analysis (31 May-31 July 2002)

Analysis/assessment plan: An analysis/assessment will be conducted at the conclusion of the POC execution phase. This assessment will include the definition of the analytic methodologies used to reconstruct events and assess test results. It also includes defining how the results will be presented to decision-makers. That report will be published at the conclusion of the POC. Additionally, the following activities will be addressed during the assessment phase:

- DOTES analysis
- Identify follow-on implementation
- Test in deployed environment
- Limited MEF implementation
- Final Assessment report due 31 August 02
- ESC briefing

5. ILC POC Implementation Plan Design

The information contained in this section summarizes factors to be considered in designing and implementing the two components of the ILC POC; the EOM migration and pilot test plan. It focuses on 11 key steps/events: objectives definition, hypothesis identification, constraint analysis, designing options, option selection, criteria identification, metrics development, data identification, data collection, development of an analysis, communications and training plan. Several of these activities were accomplished during the ILC POC workshop conducted 26-30 March at CLNC and are therefor offered for use when developing the 2d FSSG EOM migration LOI and pilot test plan for 2d MP Battalion.

Table 1. ILC pilot test sequence of events checklist

ILC POC Events[1]	**2d FSSG**	**FSMAO-1**	**HQMC (LPI)**	**HQMC (LX)**	**MCWL**
Objectives Definition	S	S	L	S	S
Hypothesis Identification	S	S	L	S	S

Constraint Analysis	L	S	S	S	S
Designing Options	L	S	S	S	S
Options selected and criteria identification	L	S	S	S	S
Metrics development	S	S	L	S	S
Data identification	S	L	S	S	S
Data collection	S	L	S	S	S
Development of an analysis/assessment plan	L	S	S	S	S
Communications Plan development	L	S	S		
Training Plan development	L	S	S	S	S
POA&M development	S	S	L	S	S

[1] L denotes Lead; S denotes Supporting for the events surrounding the ILC Pilot Test

FACTS and ASSUMPTIONS FOR CONSIDERATION

The following table identifies facts and assumptions that were considered in the development of this POC.

Facts	Assumptions
A2P is the maintenance and supply IT enabler used throughout POC	Future MSSG's and FSSG (FWD) will configure to the POC
A2P will not be fielded to MP battalion	SUL (RRTS) or other IT enabler (portal device?) will be utilized by MP BN during pilot test
Current MSSG's 22/24/26 and CSSD's 21/23 are not included in the conduct of the POC	2d FSSG will establish a standing CSSOC
II MEF will not be negatively impacted by POC	Adequate facilities exist to support POC
Operator (organizational) maintenance will be redefined	POC document from HQMC will provide necessary policy waivers required to support POC
	MTT will be made available to assist with training requirements
	Staffing goals will remain constant with current unit T/O's throughout POC

	2d FSSG funding will remain consistent with current levels throughout POC
	During FY 02, FSMAO analysis of all 2d FSSG battalions will be assistance/training visits vs. formal analysis
	FSSG will realign fiscal to support realignment of missions

6. POC Communications Plan

Monthly Status Reports. Monthly In-Process Reviews (IPR) will be conducted between DC I&L (LPI), CG II MEF and CG 2d FSSG.

Final Assessment Report. At the conclusion of the POC, a final report will be provided which will address the results of the POC.

Significant Event Reports. In addition to the IPR's, 2d FSSG will provide updates to DC I&L (LPI) and CG II MEF as requested or as any significant problems arise. Significant problems would include, but are not limited to, a change of scheduled events, or a lack of resources that would impede the conduct of the POC.

Public Affairs Plan (TBD)

Appendix A

Proof Of Concept (POC) Timeline

Events	Description/Location	Dates
Phase I	**Pre-Proof of Concept (POC) Activities**	
	Initial POC Planning Session@ 2d FSSG	19-20 Mar 01
	POC Planning Session/workshop @ CLNC	25-30 Mar 01
	Baseline (data collection) commences	9 April 01
	Draft 2nd FSSG Implementation Plan (LOI)	9 April 01
	Executive Steering Committee (ESC) @ CLNC	9 April 01
	Final ILC Proof of Concept (POC) Plan published	27 April 01
	IPR	30 Apr 01
	2d FSSG Final Implementation Plan (LOI) due	15 May 01
	IPR	30 May 01
Phase II	**Proof of Concept Execution**	
POC Part 1	Commence EOM transition	1 June 01
	ESC	June 01 (TBD)
	EOM/CSF Workshop @ Chesapeake, VA	1-15 Jun 01
	IPR	30 June 01
	2d FSSG Pilot Test Plan due	1 August 01
	IPR	30 August 01
	EOM/CSF Workshop @ CLNC	(TBD) Sept 01
	IPR	30 Sept 01
	EOM Transition Complete	1 Sept 01
POC Part 2	Commence Pilot Test	1 October 01
	EOM/CSF Workshop @ CLNC	1-5 Oct 01
	IPR	30 Oct 01
	Initial POC Assessment	1 Dec 01
	EOM/CSF Workshop @ CLNC	3-7 Dec 01
	IPR	30 Dec 01
Phase 3	**Proof Of Concept Assessment**	31 May-31 July 02
Phase 4	**Final POC Assessment report**	1 August 02

Appendix B
Data Collection Plan

Introduction

Both quantitative and qualitative data will be collected. Quantitative data consists of numerical measures of performance parameters. Qualitative data includes subjective assessments of the current system or process in terms of the effectiveness of inventory control, materiel distribution, and system/process interface. Data on the same set of performance measures will be collected prior to, during, and after the POC.

Data Collection Organization.

DC I&L (LPI/LPC/LX) is responsible for oversight of the POC and collection of all data. CG, 2d FSSG is responsible for implementing the POC, its two components, and supporting the data collection effort. The data collection plan contained in this appendix addresses specific test performance criteria to help assess this POC.

Critical Data Requirements.

Marine Corps data requirements identified for this POC will be evaluated in the areas of mission performance, reliability, responsiveness, and usability.

Data Collection Methodology

Baseline data will be collected from each of the five battalions in the first group (H&S, Maintenance, Supply, Medical and Dental) starting the week of 9 April. Baseline data from ESB and TSB will be collected prior to their implementation of ILC concepts. Data will be collected throughout the POC and after the POC. Having accurate baseline data will allow us to analyze the true effects of implementing ILC concepts.

Data collection will include:

- Automated data sources.
- Survey of facilities and equipment.
- Surveys of maintenance and supply providers and customers.
- Surveys of time spent by maintenance personnel by function. Data will be collected over a two-week period.
- Process documentation collected by teams of observers.

Issues

- Time allowed for collecting baseline data is extremely limited and will constrain the amount of data that can be accurately collected. This constraint may impact the quality of the assessment.
- While we will be able to collect automated data and administer surveys before ILC implementation begins, the timeline will not allow us to sufficiently observe existing processes in the first phase of implementation. Therefore, although not the optimal solution, we will use ESB and TSB as proxies to document these processes.
- Current accounting processes will not allow us to accurately track and evaluate all the changes in costs associated with ILC implementation.

Metrics

There are two categories of metrics: those addressing operational performance and those addressing business performance. Operational performance metrics address warfighting capability issues such as performance and readiness. Business performance metrics address cost savings and avoidances.

Operational/Risk metrics

- Measure: Materiel readiness rates
  - Data source: Automated (MCREM)
  - Data collector: CNA, FSMAO, and LX
  - Frequency of reporting: Monthly
- Measure: Repair Cycle Time (by priority, by TAMCN)
  - Data source: Automated (ATLASSII+)
  - Data collector: CNA, FSMAO, and LX
  - Frequency of reporting: Monthly
- Measure: Customer Wait Time
  - Data source: Automated (ATLASSII+) and manual
  - Data collector: LX and FSMAO
  - Frequency of reporting: Monthly
- Measure: Man-hours per function
  - Data source: Survey of maintenance and supply personnel
  - Data collector: FSMAO, CNA support
  - Frequency of reporting: two week survey baseline; follow-up surveys during and post-POC
- Measure: Number of personnel (maintenance and supply)
  - Data source: Survey

    - Data collector: Unit reports to FSMAO/CNA
    - Frequency of reporting: Prior to POC (April); during POC (October 01) and Post POC (May 02)
- Measure: Customer satisfaction
    - Data source: Survey of maintenance and supply personnel; additional survey for supervisory personnel
    - Data collector: FSMAO, CNA support
    - Frequency of reporting: Prior to POC (April); Post POC
- Measure: Training quality for maintainers
    - Data source: Survey of maintenance personnel, based on ITS
    - Data collector: FSMAO, CNA support
    - Frequency of reporting: Prior to POC (April); Post POC

Business Performance Metrics

- Measure: Inventory value
    - Data source: Unit
    - Data collector: Unit reports to FSMAO/CNA
    - Frequency of reporting: Quarterly
- Measure: Number of tool kits
    - Data source: Survey
    - Data collector: Unit reports to FSMAO/CNA
    - Frequency of reporting: Prior to POC (April); Post POC
- Measure: Square feet of facilities
    - Data source: Survey
    - Data collector: Unit reports to FSMAO/CNA
    - Frequency of reporting: Prior to POC (April); Post POC
- Measure: Number of HAZMAT sites
    - Data source: Survey
    - Data collector: Unit reports to FSMAO/CNA
    - Frequency of reporting: Prior to POC (April); Post POC

With the exception of inventory value, the metrics listed above do not directly address costs, due to the present limitations of existing cost data. We will be able to estimate cost savings due to personnel realignment, changes in facilities, changes in toolkits, and other costs using the metrics listed above.

The following pages are drafts of five of the surveys that will be administered to collect data on man-hours per function and satisfaction with maintenance and supply support.

- Man-hours per function: Two weeks of data will be collected from 2nd and 3rd echelon maintenance personnel and supply personnel (MOS 3043, 3051, 3010, 3002, as well as purchase card holders).

- Three surveys on satisfaction with maintenance and supply support: one for 2nd and 3rd echelon maintenance personnel; one for supply personnel; one for customers (operators). The survey for operators will be given to supervisors (CO, XO, S-3, S-4, MMO, operational section supervisors).

Satisfaction Survey - Maintenance

Unit (Bn/Company/Section) _____

MOS _____

Rank _____

Billet _____

Please put an 'X' in the box to show your response to each question.

	Poor	Fair	Average	Good	Excellent
Level of satisfaction with supply support	☐	☐	☐	☐	☐
Level of satisfaction with IMA support	☐	☐	☐	☐	☐
Efficiency within your shop	☐	☐	☐	☐	☐
Do you have adequate time to perform your primary MOS?	☐	☐	☐	☐	☐
Do you have adequate resources to perform your primary MOS?	☐	☐	☐	☐	☐

Comments?

_____

_____

_____

_____

Satisfaction Survey - Supply

Unit (Bn/Company/Section) _____

MOS _____

Rank _____

Billet _____

Please put an 'X' in the box to show your response to each question.

	Poor	Fair	Average	Good	Excellent
Level of satisfaction with external/intermediate supply support	☐	☐	☐	☐	☐
Efficiency within your shop	☐	☐	☐	☐	☐
Do you have adequate time to perform your primary MOS?	☐	☐	☐	☐	☐
Do you have adequate resources to perform your primary MOS?	☐	☐	☐	☐	☐

Comments?

_____

_____

_____

_____

Customer Satisfaction Survey

Unit (Bn/Company/Section) _____

Rank _____

Billet _____

Please put an 'X' in the box to show your response to each question.

	Poor	Fair	Average	Good	Excellent
Supply Support					
Responsiveness to requirement	☐	☐	☐	☐	☐
Accuracy of order	☐	☐	☐	☐	☐
Resolution of service complaints	☐	☐	☐	☐	☐
Overall quality of support	☐	☐	☐	☐	☐
Maintenance Support					
Responsiveness to requirement	☐	☐	☐	☐	☐
Timeliness of repair	☐	☐	☐	☐	☐
Resolution of service complaints	☐	☐	☐	☐	☐
Overall quality of support	☐	☐	☐	☐	☐

Questions:

What kinds of supply functions do you or your personnel perform? Total man-hours per week

_____ _____

_____ _____

_____ _____

_____ _____

What kinds of maintenance functions do you or your personnel perform? Total man-hours per week

_____ _____

_____ _____

_____ _____

_____ _____

What recourse do you have if you are not satisfied with the level of supply or maintenance support you receive?

_____

_____

Maintenance Man-hours per function Survey

Unit _____ Rank _____ Date _____

MOS _____ Time in MOS (YRs/MOs) _____ Time outside MOS (YRs/MOs) _____

Current Billet _____ Experience in Billet (YRs/MOs) _____

Time	Accept Inspection	Trouble-Shooting	Order Parts	Repair (Indicate type at right)	QC	Admin.	Supervisory	Outside MOS	Mentoring	Other	Type of Repair
0500	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
0530	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
0600	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
0630	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
0700	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
0730	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
0800	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
0830	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
0900	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
1000	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
1030	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
1100	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
1130	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
1200	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
1230	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
1330	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
1400	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
1430	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
1500	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
1530	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
1600	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
1630	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
1700	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
1730	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
1800	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	

HEADER INFORMATION:

Unit: include Bn/Company/Section

Time in MOS: Time since graduation from MOS school spent on duties within your MOS
Do not include recruiting duty, drill instructor duty, etc.

Time outside MOS: Time since graduation from MOS school spent on duties such as:
recruiting, FAP, MSG, SACO/Career planner

Experience in billet:
Time spent either in your current billet or in previous billets where you performed similar functions

Date: Today's date

TIME INFORMATION:

Please check the blocks for the time you spend performing the duties listed at the top of the column.
If you perform two different activities during the same half hour, check all boxes that apply.

Examples of 'ADMIN' activities include:
- PEB Management
- Publication management
- Tool control
- Calibration control
- Modification control
- MOS training
- HAZMAT control
- Property control
- PM scheduling
- 1st Echelon PMs
- Etc.

Examples of 'SUPERVISORY' activities include:
- Shop adminisration
- Scheduling
- Reporting
- Supervising
- Etc.

Examples of 'Outside MOS' activities include:
- PT
- Armory
- Field Day
- Formation
- Etc.

Mentoring is defined as: time spent providing (or receiving) one-on-one guidance in the performance of your MOS

PLEASE TURN IN THIS FORM AT THE END OF THE DAY TO THE COLLECTION BOX.

THIS INFORMATION WILL NOT BE USED TO EVALUATE INDIVIDUAL PERFORMANCE. THIS INFORMATION IS VERY IMPORTANT IN HELPI
EVALUATE THE EFFECTS OF IMPLEMENTING INTEGRATED LOGISTICS CAPABILITY CONCEPTS.
THANK YOU FOR YOUR HELP.

Supply Man-hours per function Survey

Unit _____ Rank _____ Date _____

MOS _____ Time in MOS (YRs/MOs) _____ Time outside MOS (YRs/MOs) _____

Current Billet _____ Experience in Billet (YRs/MOs) _____

Time	Property control	Document control	Fiscal mgmt	Warehouse	Outside MOS	Supervisory	Mentoring	Other
0500	☐	☐	☐	☐	☐	☐	☐	☐
0530	☐	☐	☐	☐	☐	☐	☐	☐
0600	☐	☐	☐	☐	☐	☐	☐	☐
0630	☐	☐	☐	☐	☐	☐	☐	☐
0700	☐	☐	☐	☐	☐	☐	☐	☐
0730	☐	☐	☐	☐	☐	☐	☐	☐
0800	☐	☐	☐	☐	☐	☐	☐	☐
0830	☐	☐	☐	☐	☐	☐	☐	☐
0900	☐	☐	☐	☐	☐	☐	☐	☐
1000	☐	☐	☐	☐	☐	☐	☐	☐
1030	☐	☐	☐	☐	☐	☐	☐	☐
1100	☐	☐	☐	☐	☐	☐	☐	☐
1130	☐	☐	☐	☐	☐	☐	☐	☐
1200	☐	☐	☐	☐	☐	☐	☐	☐
1230	☐	☐	☐	☐	☐	☐	☐	☐
1330	☐	☐	☐	☐	☐	☐	☐	☐
1400	☐	☐	☐	☐	☐	☐	☐	☐
1430	☐	☐	☐	☐	☐	☐	☐	☐
1500	☐	☐	☐	☐	☐	☐	☐	☐
1530	☐	☐	☐	☐	☐	☐	☐	☐
1600	☐	☐	☐	☐	☐	☐	☐	☐
1630	☐	☐	☐	☐	☐	☐	☐	☐
1700	☐	☐	☐	☐	☐	☐	☐	☐
1730	☐	☐	☐	☐	☐	☐	☐	☐
1800	☐	☐	☐	☐	☐	☐	☐	☐

HEADER INFORMATION:

Unit: include Bn/Company/Section

Time in MOS: Time since graduation from MOS school spent on duties within your MOS
Do not include recruiting duty, drill instructor duty, etc.

Time outside MOS: Time since graduation from MOS school spent on duties such as:
recruiting, FAP, MSG, SACO/Career planner

Experience in billet:
Time spent either in your current billet or in previous billets where you performed similar functions

Date: Today's date

TIME INFORMATION:

Please check the blocks for the time you spend performing the duties listed at the top of the column.
If you perform two different activities during the same half hour, check all boxes that apply.

PROPERTY CONTROL activities include control of serialized small arms.
FISCAL MANAGEMENT activities include purchase card management.
WAREHOUSE activities include packaged rations and ammo.

Examples of 'SUPERVISORY' activities include:
- Shop adminisration
- Scheduling
- Reporting
- Supervising
- Etc.

Examples of 'OUTSIDE MOS' activities include:
- PT
- Armory
- Field Day
- Formation
- Etc.

Mentoring is defined as: time spent providing (or receiving) one-on-one guidance in the performance of your MOS

PLEASE TURN IN THIS FORM AT THE END OF THE DAY TO THE COLLECTION BOX.

THIS INFORMATION WILL NOT BE USED TO EVALUATE INDIVIDUAL PERFORMANCE. THIS INFORMATION IS VERY IMPORTANT IN HELPII
EVALUATE THE EFFECTS OF IMPLEMENTING INTEGRATED LOGISTICS CAPABILITY CONCEPTS.
THANK YOU FOR YOUR HELP.

Appendix C
POC Process Design Plan

Introduction

This appendix provides a recommended method for coordinating the expanded Combat Service Support (CSS) requirements for the supported unit, a definition of the ILC POC levels of maintenance, the “to-be” EOM process flow, and a high level description of three CSF concepts that will be tested during this POC. The information contained in this appendix is provided for the development of 2d FSSG’s EOM and Pilot Test of MP battalion Letters of Instruction (LOI).

Proposed Combat Service Support Organizations

Materiel and Readiness Liaison (MRLN) Teams: The MRLNs will be tailored, cross-functional liaison teams. They will be established to ensure responsiveness to the supported unit(s) and routinely assist the staff of any unit for which a subordinate command of the CSSE has been given a direct support mission. The team will consist of expert customer support personnel, necessary communications, and automated information management tools/equipment to assist with planning customer requirements and fulfilling customer demands. They provide a layer of redundancy in C2 structure in order to ensure uninterrupted command and control of CSS units and fulfillment of customer demands if communications are disrupted, enemy action incapacitates C2 nodes at higher levels within the CSSE or if support requests exceed the supporting CSSE's capability. The CSSE Commander will have the option to determine what type of support relationship he will establish between the supported unit and the CSSE.

Combat Service Support Operations Center (CSSOC). From the CSSOC, the CSSE Commander will conduct future operations planning and current operations oversight and control. The CSSOC will be the tactical nerve center of the CSSE. Within guidance issued by the commander through his battle staff, it will "fight" the CSSE. The CSSOC will provide the capabilities necessary to integrate, coordinate, and direct CSS operations in support of the MAGTF. The CSSOC will plan and direct the mission tasking and manage the ebb and flow of CSS resources among the subordinate commands. The CSSOC will control the maneuver

of the CSSE's subordinate commands on the battlefield and oversee the provision of support to the CSSE's customers. The CSSOC will be the "go to" agency for the MRLN and its associated CSSE when requirements exceed its capabilities.

Levels Of EOM Defined:

Operator: Maintenance performed by the trained user/operator. Generally consists of limited action by crew or operator. Includes proper care, use, cleaning, preservation and such repairs, testing and parts replacement as unit mission dictates and trained to MOS ITS.

Intermediate: Maintenance actions including minor repair and component replacement usually conducted above the operator level and performed by specially trained personnel in the CSS unit.

Depot: Component and end item overhauls and rebuild performed at semi-permanent or fixed sites. End item overhaul and rebuild is generally performed using production line techniques, programs and schedules.

Logistics Process Flows – Organizational Maintenance

Further development of these process flows will occur as part of future upcoming WIPT workshops.

Maintenance Phases

Operator Identification

1. Operator determines the equipment is malfunctioning.
2. Operator notifies his or her supervisor.
3. Supervisor validates malfunction, initiates, and forwards a pre-formatted Rapid Request to the Materiel and Readiness Liaison (MRLN) Team.

MRLN/Customer Service Representative (CSR) Acceptance

1. Rapid request is received; The MRLN or CSR formalizes the request.
2. Situation is assessed and courses of action are determined.
3. MRLN reserves maintenance resources by establishing a WON in Atlass II + (A2P) and

forwards request to appropriate maintenance activity.

Active Maintenance/Parts Requisition

1. Maintenance resources and materials are assigned.
2. Inspection/diagnosis is performed.
3. Required parts identified by maintenance personnel.
4. If parts are available (PEB, etc.) corrective maintenance is performed.
5. If parts are not available locally (PEB, etc.) parts are ordered through A2P as necessary. At this point A2P provides the functionality enabling the supply process so maintenance personnel can directly order parts.
6. If parts are not available then corrective maintenance is performed to the greatest extent possible and equipment remains in a short parts status, until parts arrive, or awaiting disposition. While in a short parts status it is a supply function to manage the materiel through order fulfillment.
7. As parts are received from the source of supply they are delivered to maintenance/supply facility and placed in layette.
8. Remaining required parts are delivered to maintenance personnel.
9. Remainder of corrective maintenance is performed.
10. Upon completion of repairs, quality control checks are conducted and the completed maintenance action on the WON is recorded.

Close Out Phase

1. Owner is notified equipment is ready for delivery or pick up.
2. Items with disposition instructions will be delivered to packing and shipping portion of the supply chain.
3. Equipment records are updated and the WON is closed.

CSF Concepts.

The following information is provided as a high-level description of three CSF concepts to be tested during the second component (Pilot Test) of the POC. These concepts constitute the “beginning steps” to consolidate selected

supply functions at the intermediate level. The first two concepts are currently being utilized on a limited scale while the third concept still requires development. The additional using unit (U/U) supply functions that will migrate to the intermediate level will be further developed prior to the pilot test of MP battalion.

Single Source Capability. The goal of this concept is to provide the customer a simplified process to obtain materiel support. Currently, the customer is required to deal with multiple agencies and locations for requirements placed on the intermediate level. In the future, the intent is to provide a single method for the customer to register demands and meet that demand through to delivery. Organizations and stock locations will be transparent to the customer.

Automatic Receipts. The intent of the auto receipts concept is to change a process that today is cumbersome and inefficient. Automatic receipt processing will be provided by the intermediate level and discrepancies handled on an exception basis.

Centralized Property Accounting. This CSF proof of concept will identify the activities within a U/U supply section related to property accounting that can migrate to the intermediate level or be consolidated at the higher headquarters level. The activities that surround the property accounting process today occupy a large portion of the U/U supply section workload. In order to reduce the amount of workload at the U/U level it is necessary to re-engineer this process. Changing the location of accounting for materiel does not relieve a Commander of responsibility under current statute. This proof of concept must demonstrate that commanders do not relinquish their responsibility by simply relieving them of their accounting duties.